

COMMITTEE ON HUMAN RESOURCES/INSURANCE

November 1, 2022 at 6:15 PM

Chairman Cavanaugh called the meeting to order.

The Clerk calls the roll.

Present: Aldermen Cavanaugh, George-Kelly, Barry, Gamache, Burkush

Messrs: L. Drabik, C. Roy-Czyzowski, A. Aldenberg, M. Upton

1. HR Reports submitted by Lisa Drabik, Human Resources Director:
 - Position Summary Report
 - Vacancy Requisition Requests and Approvals
 - Summary of Arbitrations/Grievances
 - Sapphire SmartShopper Report*(Note: Provided for informational purposes only; no action is required.)*
2. Communication from the HR Director providing an update on the RFP for the compensation study.
(Note: Provided for informational purposes only; no action is required.)

Lisa Drabik, HR Director, stated I want to introduce the committee tonight, although I think several of you may know her from other contexts, to Connie Roy-Czyzowski. She is here if you would like to ask her any questions. We have hired her to help us with the RFP process. For such a mammoth project like this, I wanted someone who was well-versed in compensation. She is a certified compensation professional or was for 18 years. She was once employed by the city in our HR Department several years ago, from 1981-1997. She then had a long successful career at Delta Dental for over 20 years as their VP of HR. Connie and I put together an initial working group. We met and identified the key stakeholders in the city that we would like Connie to interview before we actually formalize the RFP. This will allow us to find out what those stakeholders, who are well-versed in our current system, think about the system. What they think the challenges are and what changes they would like to see and what other models they think the city might consider as we go forward. Those will help us refine our vision, hopefully create buy-in along the way so that we are all rowing in the same direction and inform the parameters of the RFP. Thereafter, Connie will draft the RFP and we will bring it before this committee and the BMA before we issue it likely in January after the holidays once we get everyone past the holidays and paying attention again. After that, she will assist us with evaluating the bids, interviewing the bidders using metrics and recommending a consultant to do the actual compensation study. With that said, I would like to invite Connie up in case you have any questions. Attached to your materials tonight is her resume as well as the scope of work.

Connie Roy-Czyzowski stated good evening.

Chairman Cavanaugh asked when are you going to start those interviews with the select group.

Ms. Drabik responded Connie is intending to do them in the month of November. Tomorrow morning, I will actually be sending an email to the department heads. We will start with them and are asking them to meet with Connie and perhaps put together a small group if they have a deputy or other key staff as well as the unions that are affected. We are trying to do this as efficiently as we can.

Chairman Cavanaugh stated I think Alderman Burkush would be a good person to interview also. We were talking about this a few meetings ago and he has first-hand knowledge of it, as well as Alderman Gamache.

Ms. Drabik replied that will be great. We will take that advice and hopefully she will interview some other aldermen as well.

3. Communication from Brenda Masewic Adams, Tax Collector, requesting approval for a Grade 21, step 4 (\$66,206.75) starting salary for the newly promoted Deputy Tax Collector.

*On motion of **Alderman Gamache**, duly seconded by **Alderman Barry**, it was voted to approve.*

4. Communication from Phil Croasdale, Water Works Director, requesting the elimination of one (1) Watershed Maintenance Worker I, grade 13, and the addition of one (1) Watershed Patrol Officer, grade 17.

*On motion of **Alderman Burkush**, duly seconded by **Alderman George-Kelly**, it was voted to approve.*

5. Communication from the Water Works Director requesting a revision to the class specification for the Water Distribution Manager, and that the position be added to the list of exempt positions eligible for overtime pay.

*On motion of **Alderman Gamache**, duly seconded by **Alderman Burkush**, it was voted to approve.*

6. Communication from Ted Kitchens, Airport Director, requesting the addition of one (1) Business Administrator, grade 20, to his complement.

*On motion of **Alderman Burkush**, duly seconded by **Alderman Barry**, it was voted to approve.*

7. Communication from Allen Aldenberg, Police Chief, requesting authorization to enter into "side bar" negotiations with MPPA and MAPS regarding availability pay.

Alderman Barry stated Chief the concern that I have is we just went through negotiations and they were pretty involved. If we open this up for the police, is that going to open up the door...and I know Fire is behind you but that is going to open up the door for other departments like DPW. If they get called out are we going to start

giving them \$25/week to be on stand-by? I have a hard time with it right now. Can you explain your request?

Allen Aldenberg, Police Chief, answered I can't speak for other department heads and whether they would follow my lead. I think we ask a lot of our city employees, particularly my detectives that already work shift work, holidays, nights and weekends. We are seeing a significant increase in significant events that require detectives to come in at 2 AM or 3 AM that are anywhere from sex abuse cases on children to serious domestic violence to the homicide we had the other day on South Willow Street at 3 PM. I called detectives in away from their families. I already give my squad officers \$25/week. I am trying to do as much as I can for our employees so we can retain them. I think we all have a responsibility to do so and this is one way to make a step towards retaining people. I understand your concern. For the remainder of the fiscal year we would be looking at \$1,100 a week. Due to the 17 vacancies, I can support that coming out of my budget for the remainder of this fiscal year with your approval. In FY24, we would be looking at an additional \$61,000 per year. I am adding 45 employees to on-call availability pay. To be honest with you, I don't see it as that big of an ask. We are asking them to do a lot. I hear you that it maybe should have been brought up in contract negotiations but it wasn't for whatever reason. Matt Upton may be able to speak to that. This was my idea if you will to try to make things better for my people and for our city employees.

Alderman Barry asked can I have Matt Upton come up please. Matt, in your opinion what would this do for other contracts?

Matt Upton responded I really can't say. I don't know whether DPW would come in to look at it. I think they are a little bit different. Part of the job in the winter is all people at the DPW who are capable have to plow. I think that is just part of the expectation. This is a little different in the sense that a detective could be planning a day off at the beach and be packing up the car and get a call that they have to come in for say a domestic violence situation. That is a little different than someone who works at DPW and might get a weather report the day before and assume they are going to have to go in at 3 AM and start plowing because that is what they do.

Alderman Barry replied it is not just the winter with DPW. They also get called out in the summer with patch work or maybe the Traffic Department has to deal with traffic signal issues.

Mr. Upton stated this year we did talk about some emergency pay for crews in the summer who are asked to come in for tree maintenance or we have flooded streets. I think we tried to address that in the DPW contract. To your point about will other unions come forward, I really don't know. I think there is an argument, though, that this is somewhat different given the kind of short notice and the way it comes up.

Alderman Barry asked what are your feelings about...we just went through some pretty intense negotiations with all the groups...

Mr. Upton interjected that was probably the hardest set of negotiations I have ever done in my career because we had to do 12 of them all at the same time. I think in hindsight

we would have brought it up during negotiations but there are a lot of things coming to a head right now that really weren't relevant nine months ago. The fatigue that Covid and vacancies is having on departments is something that is building every day and every week. I can't say it was really an oversight as much as it just got to a breaking point now after the negotiations are complete.

Alderman Barry stated we have a lot of vacancies throughout the city.

Mr. Upton responded and I think you are going to see more of this. I think you are going to see more employees who are suffering fatigue who have been covering for other employees because of vacancies or illness. It is the nature of the beast. I say it all over the state.

Alderman Burkush stated I want to thank the Chief for bringing this forward but there are a lot of ramifications with this. The comparison in the notes was with Fire stand-by pay. They don't get paid extra when they come in for the multiple alarm pay. There are deputy chiefs and district chiefs in the Fire Department who respond at night or when it is 40 below zero. It doesn't matter. They are off and they are home. I suggest that we table this and do a little more research on it. I think there is merit to this but I think there are a lot of implications.

Alderman George-Kelly stated Lisa I would love to hear your thoughts on this. I know that this request is really what is being called kind of the investigator level so I am just wondering if you feel like that isolates it in a way where we could do it here and still make a different decision if other department heads come forward later.

Ms. Drabik replied I think there probably is a good argument in that regard. I am sensitive to the other argument about DPW employees, of course, having to respond at a moment's notice however I think there is something to be said for the fact that if it is a weather related emergency they will know that they might be called in. if there is a storm coming or we might have trees down and that sort of thing whereas in this case it is literally moment to moment and you never know what is going to happen. I am sensitive to that fact. At least with regard to the Fire folks, they already do receive some form of availability pay so we should not face a similar claim from the Fire union which is why I felt comfortable recommending it here.

Alderman George-Kelly responded just to follow-up, we have had some conversations in previous committee meetings about kind of discontinuing this sort of one-off kind of movement and I am just wondering how you feel this fits in line with the idea that we are trying to stop the one-offs and really have equity cross the city.

Ms. Drabik answered I would put the one-offs in a different category when it comes to reclassifying positions if you will. This is more of a different kind of pay for our investigators. I would distinguish it that way.

Mr. Upton stated if I could add to that, it may be something when we do the new classification study that we start looking at burden and availability and those kind of things as being part of a job description and does that require a different classification rather than dealing with this through stipends because we are tied to a current scale.

Alderman Barry stated I actually agree with that because one of my thoughts was...I would second Alderman Burkush's motion to table this with the understanding that we get to see what our detectives are getting paid compared to the regular patrol officers...

Chief Aldenberg interjected the same.

Alderman Barry asked they are getting the same pay.

Chief Aldenberg answered if somebody goes from being a patrolman to a detective, it is a lateral move not a promotion. It comes with no additional compensation when you become a detective.

Alderman Barry asked do you have detectives on every shift.

Chief Aldenberg replied no I run detectives on the day shift and 4 PM until midnight. We don't run detectives overnight. Just to put this in perspective, since 2019 we have had 46 officers resign from the Police Department and 17 have gone into the private sector. I don't want to be faulted for bringing something up on behalf of my employees because some other department may, quite frankly, have their feelings hurt because I moved quicker than them. I don't think my people should be painted in a negative light because of that. I just don't want to keep kicking this can down the road. Let's be frank. Every department in this city is losing people and if we have the ability to do something small for them to retain people...you may think okay \$25 isn't going to retain somebody. It is something. We have to do something and keep doing as much as we can to retain what we have. I have a very young department and the investigations that are happening every day, the large scale investigations from homicides to serious sexual assaults on children and on female victims and adult victims to the child abuse cases to the fatal traffic accidents...if we do not retain that talent, we are all going to be in trouble because that investigative ability takes many years to build. I think in a way we are doing a disservice to our employees if we don't at least try to make this happen for them. Everything matters right now in terms of retention. Every little thing that we do matters and every little thing we don't do that we can do I think matters as well.

Alderman Barry asked Chief if we table this tonight can you supply us with how many times detectives have been called in after midnight for the past year...

Chief Aldenberg interjected it is countless. I want to be clear that every time they get called in they don't get that \$25. That is just \$25/week. I don't want you to think that every time they get...

Alderman Barry interjected I want to justify it to say look at how many times they are called in.

Chairman Cavanaugh asked you are saying that it is \$25/week per person.

Chief Aldenberg answered correct. That is what I give my squad team right now.

Alderman Barry asked so it is \$1,100 per week.

Chief Aldenberg responded adding these 45 people would be \$1,100 per week.

Alderman Barry asked would they most likely only be called in after midnight because you already have the first and second shift covered.

Chief Aldenberg replied no because I could have a homicide on the 4-12 and I have three detectives and I have to call...like on Sunday for that homicide I think I called in an additional 10-12 detectives and additional supervisory staff due to the complexity of what was going on with that investigation. We are calling on our people. Matt is right and I agree that I always thought that becoming a detective should come with some type of monetary incentive or some type of promotion.

Alderman Barry stated I am surprised it is not; I really am.

Chief Aldenberg stated I am too. It has always been that way so I am not going to fix that right now. This is one way to kind of fix it a little bit. I will be honest with you, they came to me and said can we do \$35/week. I said slow down and let's start with \$25 and if I am successful in getting this have that bigger conversation at the next contract negotiations.

Chairman Cavanaugh stated I know that there are departments out there that when you are on call you get on call pay. I think it is a little different in every department. To try to compare them equally I think is tough to do. I don't know what the percentage is of who is getting it and who is not but you could have a split department of people who do get it and people that don't. I think \$25/week is cheap money.

Alderman Barry stated I get it but what scares me to death is that other unions are going to come forward and I don't blame them. Is everyone going to be open to giving them the same \$25? That is a lot of money.

Chairman Cavanaugh stated I know but we have to keep people. There are departments out there that do have on call pay.

Alderman Barry stated I am really surprised that a detective is not a step above a patrolman. It is a specialty and takes a lot.

Chief Aldenberg stated that is the bigger problem. Maybe that will come out of this compensation study. That is one thing that I am going to bring up when I meet with them. I have a list.

Alderman George-Kelly moved to approve.

Chairman Cavanaugh stated I think this can be settled tonight.

Alderman Burkush moved to table. **Alderman Barry** duly seconded the motion.

Alderman Burkush asked the detectives get paid when they come in overtime correct.

Chief Aldenberg answered correct.

Chairman Cavanaugh called for a vote. *The motion carried with Aldermen Cavanaugh and George-Kelly voting nay.*

Chief Aldenberg asked what information do you want from me for the next meeting.

Alderman Barry replied I would like an outline of what we are talking about with the call backs. I am pretty familiar with it but I think it is only fair...Chief I know what is going to happen. Other unions are going to come forward. I know you can't compare apples to apples but it is going to happen.

Chief Aldenberg stated I can get that to you by the end of the week. Per week it will probably average three times a week depending on the division.

Alderman Barry stated I and I am sure the other committee members would like to know...did you say \$1,100 per week. So about \$60,000 per year?

Chief Aldenberg replied yes.

8. Communication from the HR Director regarding ordinance amendment to Section 33.079 Vacations which would increase the vacation accrual for new non-affiliated employees from two to three weeks and allow them to use their vacation time immediately with department head approval.

Ms. Drabik stated this is the first of two items that I am bringing to the committee tonight. The first was in response to your request that I look into this specific ordinance. The second has to do with the sick time ordinance. Essentially, this is one thing that we can do to be more employee friendly in these times. It could have a real impact on both recruitment and retention. What I am asking the committee to consider are two changes to the vacation ordinance as it currently stands. The first is simple. That new employees may use accrued vacation during their first six months with department head or supervisor approval. Right now, they are not permitted to do so. The second request would be to change the starting vacation for new hires which would currently fall under the 0-5 year category from two weeks to three weeks. I provided some information in your packet as to how many employees this would affect. Approximately 300 of our 1,200 employees are in the non-affiliated category. Of that group, about 100 are in the 0-5 year category. I will tell you that in the two months I have been here, I have had several conversations with department heads about how difficult it is to hire folks from the outside in that sweet spot of experience level of maybe 3-5 years and beyond who already have 4 or 5 or more weeks of vacation with their current employer and when we say we can only offer you two weeks and you can purchase additional time if you like, that becomes a real sticking point. Department heads were also coming to me and saying I need to offer at a higher step level than 5 which they are currently given the discretion to do because I need to factor in the idea that this incoming employee will likely want to purchase vacation so you are potentially taking salary away before they even start. That is the ask. Of course, the committee can consider other options. You could bump everyone in our current structure up a week except those in the six week which is the highest level of accrual and start that at 15 years instead of 20 years where

it currently stands. There is information about that as well. I just want to be perfectly clear that in changing the ordinance, you can only change it for the non-affiliated employees by definition. I am not suggesting that we don't have further conversations about extending this to the union folks. That is a more complicated conversation. I don't want to hold this up for the non-affiliated employees for the recruitment that we are trying to do right now as well as the retention which is why we are having this conversation today. I would ask that if you do consider this change that it become effective January 1, 2023. That is when we can get the accruals set up in the system and that is the time that folks would have to make a decision about purchasing vacation because that is done on a calendar year basis.

Alderman George-Kelly stated during the study that we are doing around compensation, will vacation, paid time off and benefits be looked at in that study as well.

Ms. Drabik replied absolutely. We are looking at this as total compensation.

Alderman George-Kelly asked if that is so, why now and not wait until after the study has been done.

Ms. Drabik answered that is a good question. My answer would be because right now it is so difficult to recruit people and we are losing people who are leaving not only because they are going to go and get four weeks of vacation at their new employer but it may be a factor in their consideration. This is something that I would argue we can tinker around the edges with now as we await the results of the compensation study.

*On motion of **Alderman Burkush**, duly seconded by **Alderman George-Kelly**, it was voted to approve and refer the ordinance amendment to the Committee on Bills on Second Reading for technical review.*

Chairman Cavanaugh stated before we move on, Lisa you jumped on something about the vacation buy back. That whole process seems confusing to me. If you jump on there, you have to use that buy back time before your accrued time or the accrued time first?

Ms. Drabik replied you have to use your accrued time first and then you can access your purchased time.

Chairman Cavanaugh asked so you have to exhaust your time.

Ms. Drabik answered correct.

Chairman Cavanaugh stated I think we should really look at that to. I know I keep throwing things at you but I think is something we need to look at to make it cleaned up for people. We have to make it more attractive for people to come here and use that time.

Ms. Drabik stated I would be happy to look at that.

9. Communication from the HR Director regarding an ordinance amendment to Section 33.081 Sick Leave to change the terms of use.

*On motion of **Alderman Burkush**, duly seconded by **Alderman Gamache**, it was voted to approve and refer the ordinance amendment to the Committee on Bills on Second Reading for technical review.*

10. Report of the HR Committee recommending that the request from the Board of School Committee to increase the yearly stipend of elected school board members from \$2,000 to \$4,000 a year effective January 2, 2024 be approved. *(Note: This item was referred back to the HR Committee by the BMA at their October 4 meeting.)*

Chairman Cavanaugh asked this would put the school board members at the same salary as the aldermen correct.

Ms. Drabik replied I believe so.

Alderman George-Kelly asked and they are forfeiting the opportunity to take city benefits.

Ms. Drabik responded to participate in the health insurance; correct.

Chairman Cavanaugh asked is there anyone from the school board here. Maybe we can table this and get them to come to the next meeting.

*On motion of **Alderman Barry**, duly seconded by **Alderman Burkush**, it was voted to table.*

Ms. Drabik stated the last item that I was hoping the committee might take up are the one tabled item that I had asked to have remain on the table at the last meeting only because with all of the various reclassifications and other things I was considering I had not yet had a chance to schedule a meeting with DPW and that has to do with the Application Developer Analyst position. In your packet you should have a letter indicating that I would put that particular reclassification...again it is one that the committee already acted on and was tabled. If you remember my buckets, this would have gone into the first bucket which is that I would advise that the committee take action to complete that reclassification essentially because the employee is doing an entirely different job if you will than the classification that they are in currently and it affects only one employee.

*On motion of **Alderman George-Kelly**, duly seconded by **Alderman Burkush**, it was voted to remove Item 15 from the table.*

15. Communication from Tim Clougherty, Public Works Director, requesting the reclassification of an Application Developer/Analyst, grade 19, to an Application Developer/Analyst II, grade 20. *(Note: Tabled on 9/6/22 to allow a review by the HR Director, **NEW communication from HR Director attached.**)*

*On motion of **Alderman George-Kelly**, duly seconded by **Alderman Burkush**, it was voted to approve.*

Ms. Drabik stated I would like to address the other tabled items, 11-14. At the last committee meeting you had asked me to speak to the department heads of those affected departments again which I did. In your packet you will see memos from the Director of Water Works as well as the Tax Collector and myself as there were two positions in the HR Department, withdrawing those requests. I just wanted to bring that to the committee's attention and also reiterate that now that we are in the throes of preparing the RFP and moving forward with the compensation study I still maintain the same hopeful posture that we can halt the reclassifications at this point but I will continue to evaluate and bring to the committee complement changes and reorganizations that are necessary so that we can stay agile with today's times while we do the compensation study.

*On motion of **Alderman George-Kelly**, duly seconded by **Alderman Burkush**, it was voted to remove Items 11-14 from the table.*

TABLED ITEMS

- 11.** Report of the HR Committee recommending that the request from the Water Works Director to increase labor grades as follows:

- Water Works Director from a 28 to a 29
 - Water Works Deputy Director of Water Distribution from a 25 to a 27
 - Water Works Deputy Director of Water Treatment & Supply from a 25 to a 27
 - Water Works Deputy Director of Finance & Administration from a 25 to a 27
- be approved.

*(Note: This committee report was referred back to the HR Committee at the 7/19/22 BMA meeting and tabled in committee on 9/6/22 to allow a review by the HR Director; **NEW communication from HR Director attached**).*

- 12.** Communication from Brenda Masewic Adams, Tax Collector, requesting the reclassification of Customer Service Representative III's, grade 13, to Municipal Collections Clerks, grade 14.

*(Note: Tabled on 9/6/22 to allow a review by the HR Director; **NEW communication from HR Director attached**.)*

- 13.** Report of the HR Committee recommending that the request from the HR Director to increase the labor grade for the Human Resources Analyst position from a 20 to a 21 be approved.

*(Note: This committee report was referred back to the HR Committee at the 7/19/22 BMA meeting and tabled in committee on 9/6/22 to allow a review by the HR Director; **NEW communication from HR Director attached**).*

- 14.** Report of the HR Committee recommending that the request from the HR Director to increase the labor grade for the Compensation Manager position from a 20 to a 21 be approved.

*(Note: This committee report was referred back to the HR Committee at the 7/19/22 BMA meeting and tabled in committee on 9/6/22 to allow a review by the HR Director; **NEW communication from HR Director attached**).*

*On motion of **Alderman George-Kelly**, duly seconded by **Alderman Burkush**, it was voted to receive and file Items 11-14.*

Alderman George-Kelly stated thank you for looking into all of these and reporting back in a way that we can make informed decisions. I appreciate it.

Ms. Drabik responded thank you very much.

*There being no further business, on motion of **Alderman Gamache**, duly seconded by **Alderman Barry**, it was voted to adjourn.*

A True Record. Attest

A handwritten signature in black ink, appearing to read "Matthew Normand".

Clerk of Committee